

Approved For Release 2002/07/10 : CIA-RDP78-05551A000200050025-3

Office Memorandum • UNITED STATES GOVERNMENT

TO : Comptroller

DATE: 16 February 1959

FROM : Chief, Financial Analysis Staff

SUBJECT: Questions Raised by IG for Consideration in
Survey of Office of Personnel

FAS comments on the memorandum of 29 January are forwarded in accordance with your request. The answers to the questions posed are presented in the same order.

a. In an Agency such as this, a group of highly competent, dedicated, enthusiastic and cohesive individuals, who take pride in being associated with each other in a common objective, is required for use as a nucleus around which an energetic, productive and well-administered organization can be built. In this day and age when few people have the primary desire of rendering a service, it is necessary to offer some inducements to attract and hold a sufficient number of individuals with the necessary qualifications. In order to create a desire for staff status, membership should be difficult of attainment, offer additional benefits and privileges and carry greater prestige.

b. Eligibility for membership in the Career Service should be more restrictive. Under the existing eligibility requirements, few employees fail to gain admission. As a result, membership offers no distinction. Since practically everyone in the Agency who has been on duty for the required period is granted membership, Career Service offers no real incentive and grants no tangible benefits which would set the person apart from the mass of his fellow men. After all, let's face it, most Americans like to be members of a select group be it through membership in a professional, political, economic, social or cultural organization.

c. The establishment of separate Career Services tends to develop groups of specialists and hinders the development of a strong group of well-rounded employees adaptable for service in a number of areas. I realize that a certain amount of specialization is required but that can be accomplished within the framework of a single Career Service. Development and operation of multiple Career Services tends to result in restricting the member to that service and makes more difficult rotation between different services.

d. Up to the present, the Career Service Program has had little effect on carrying out the responsibilities of the Financial Analysis Staff. In the future, it should be of assistance in classifying and categorizing employees in the SF service so that an intelligent selection can be made of the men considered best qualified to perform analytical work.

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e. I have had no problems in effecting personnel actions in the past. However, I can foresee the possibility of delays in the handling of such actions through a number of boards and panels unless procedures are simplified and provide for specific deadlines for each board and panel processing the action.

f. I heartily endorse the principle of rotation between DD/P, DD/I and DD/S. It would be good for the individual and beneficial to the Agency.

g. The idea of a Career Service is good. We have made a start but now it behooves us to take steps, to refine and to make more attractive and more effective the CIA Career Service.

STATINTL